Parole Board of Canada

2014-15

Departmental Performance Report

The Honourable Ralph Goodale, P.C., M.P.
Minister of Public Safety and Emergency Preparedness

2014-15 Departmental Performance Report (Parole Board of Canada)

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Table of Contents

CHAIRPERSON'S MESSAGE 1

SECTION I — ORGANIZATIONAL EXPENDITURE OVERVIEW 2

- Organizational Profile 2
- Organizational Context 4
- Actual Expenditures 14
- Alignment of 2014-15 Actual Spending with the 16
- Departmental Spending Trend 16
- Estimates by Vote 17

SECTION II – ANALYSIS OF PROGRAMS BY STRATEGIC OUTCOME 18

- Strategic Outcome 18
- Programs 18
- Program 1.1: Conditional Release Decisions 18
- Program 1.2: Conditional Release Openness and Accountability 20
- Program 1.3: Record Suspension Decisions/Clemency Recommendations 21
- Program 1.4: Internal Services 24

SECTION III — SUPPLEMENTARY INFORMATION 26

- Financial Statements Highlights 26
- Financial Highlight Charts 27
- Financial Statements 28
- Supplementary Information Tables 28
- Tax Expenditures and Evaluations 28

SECTION IV — ORGANIZATIONAL CONTACT INFORMATION 29

APPENDIX — DEFINITIONS 30

ENDNOTES 33

Chairperson's Message

As Chairperson of the Parole Board of Canada (PBC or the Board), it is my pleasure to present the PBC's 2014-15 Departmental Performance Report (DPR).

As part of the criminal justice system, the PBC contributes to the protection of society by facilitating, as appropriate, the safe reintegration of offenders into the community. The Board achieves this objective through quality conditional release and record suspension decisions, and through its open and transparent decision-making processes.

The 2014-15 DPR demonstrates the Board's commitment to delivering on its established plans and priorities while operating in a dynamic environment. The PBC successfully managed the workload and cost implications of a significant amount of legislative amendments, some of which came into effect during the reporting period, as well as court decisions.

A major achievement for the Board in 2014-15 was the launch of the new Integrated Decision System (IDS). The IDS provides the Board with a modern, sophisticated and multi-functioning system. The release of this system also brings the Board closer to the development of a permanent electronic offender file.

Consistent with the strategic priorities established in the 2014-15 Report on Plans and Priorities (RPP), the PBC continued to make progress in key areas, including measures to improve national consistency and standards across its programs. During 2014-15, the Board focused on a Policies and Procedures Framework Review, and successfully launched a revised Decision-Making Policy Manual. As part of this exercise, the Board developed formalized national procedures to better support operational staff, and to ensure the consistent implementation of legislation and policy.

In 2014-15, the Board completed almost 18,000 conditional release reviews (federal and provincial offenders). Multi-year data continued to demonstrate that parole contributes to public safety as over 99% of releases on parole did not result in a new conviction for a new violent offence prior to warrant expiry. In addition, the Board made more than 9,100 record suspension decisions, and continued to address the pardons backlog. The PBC also had more than 27,000 contacts with victims, over 4,100 observers at its hearings, and released more than 6,800 decisions from its decision registry.

The Board's accomplishments serve to showcase the dedication and commitment of our Board members and public service employees, and reflect the PBC's ability to respond to a changing environment as we strive to continue to foster safe and secure communities for Canadians.

I am particularly pleased with the degree of professionalism, quality, efficiency and effectiveness achieved by the Board in the fulfillment of its mandate.

Harvey Cenaiko
Chairperson, Parole Board of Canada

Section I — Organizational Expenditure Overview

Organizational Profile

Institutional Head: Harvey Cenaiko, Chairperson

Ministerial portfolio: Minister of Public Safety and Emergency Preparedness

Enabling Instruments: The legal authority under which the PBC operates includes the *Corrections and Conditional Release Act (CCRA)*[1] and its Regulations, the *Criminal Records Act (CRA)*[2] and its Regulations, the *Criminal Code*,[3] the *Canadian Charter of Rights and Freedoms*,[4] and other legislation.

Year of Incorporation: 1959

Other: The PBC constantly strives to contribute to the Government of Canada's outcome of a safe and secure Canada. The Board contributes to this outcome by making quality conditional release and record suspension decisions and clemency recommendations that result in the safe reintegration of offenders in the community. The protection of society is the paramount consideration for all decisions taken by the Board. In rendering its decisions, the Board is autonomous and independent. However, its decisions are open and transparent to the public by virtue of its legislation and policies, and decisions are limited to only what is necessary and proportionate to the purpose of conditional release.

The PBC is headed by a Chairperson who reports to Parliament through the Minister of Public Safety and Emergency Preparedness.[5] The Minister, however, does not have statutory authority to give direction to the Chairperson or other members of the PBC in the exercise of their decision-making powers. This structure helps to ensure the impartiality and integrity of the Board's decision-making process.

Outcomes of the PBC's work can be found in its annual Performance Monitoring Report (PMR).[6] The PMR provides performance and statistical information for the past five years for the PBC's two legislative based programs - conditional release, and clemency and record suspensions.

The Board carries out its responsibilities through a national office in Ottawa, as well as six offices in five regions across the country (Atlantic, Quebec, Ontario, Prairie, and Pacific).

PBC Locations

The Board's regional offices deliver the conditional release program. Conditional release decisions are made by Board members (BMs), who are supported in their decision-making by public service staff. Staff schedule hearings, provide information for decision-making, ensure that information for decision-making is shared with offenders, and communicate conditional release decisions to offenders, Correctional Service of Canada (CSC) representatives and others as required. Regional staff also provide information to victims, make arrangements for observers at hearings, and manage requests for access to the Board's decision registry. In addition, BMs in the Appeal Division at the national office review conditional release decisions upon receipt of an application for appeal to determine if the law and processes were respected.

While the data collection, investigation and assessment work for record suspensions and clemency are conducted at the national office, BMs from all five regions make decisions related to record suspensions and clemency recommendations. Public service employees at the national office deliver the record suspension and clemency program, develop national policies and procedures related to all program areas, coordinate BM appointments, design, develop and implement training activities, deliver a program of public information, and respond to ATIP requests. Other work performed at the national office includes strategic and operational planning, resource management, program monitoring, case reviews and investigations, security and accommodations, and an array of internal services.

Consistent with the provisions of the *Acts* that govern the PBC, BMs are independent in their decision-making responsibilities, and free from outside interference of any kind.

As independent decision-makers, BMs are bound by legislation, guided by policy, and are responsible for:

- Reviewing all information for consideration in conditional release, record suspension and clemency cases;
- Conducting an in-depth analysis of each case, and requesting additional information, as necessary, to support quality decision-making;
- Assessing the risk and other factors related to cases, voting independently on the disposition of each case, and providing sound, well-documented, written reasons for decisions; and
- Ensuring that hearings are conducted in accordance with the duty to act fairly, with respect for all procedural safeguards.

The Chairperson of the PBC is a full-time member of the Board and its Chief Executive Officer. The Chairperson directs the PBC's program delivery in keeping with the Government of Canada's overall plans and priorities. The Chairperson is accountable for the effectiveness and efficiency of the PBC's policies and operations and is assisted in these responsibilities by the Executive Vice-Chairperson, the Vice-Chairperson of the Appeal Division, and the Board's five regional Vice-Chairpersons. The Executive Director General (EDG) is the Board's senior public servant and Chief Operating Officer. The EDG, in support of the Chairperson, provides leadership for strategic and operational planning, resource management, program monitoring and administration, as well as the operation of the national office and the regions.

Organizational Context

Raison d'être and Responsibilities

The PBC is an agency within the Public Safety[7] Portfolio.

The Board is an independent administrative tribunal that has exclusive jurisdiction and absolute discretion under the *CCRA*[8] to grant, cancel, terminate or revoke day parole[9] and full parole.[10] The PBC may also order (on referral by the CSC) that certain offenders be held in custody until the end of their sentence. This is called detention during a period of statutory release.[11] Further, the Board has the authority to terminate or revoke a period of statutory release, and renders decisions for some temporary absences. The Board makes conditional release decisions for federal offenders, those serving sentences of two years or more, and for offenders serving sentences of less than two years in provinces and territories that do not have their own parole boards. Only the provinces of Ontario and Quebec currently have their own parole boards, which make parole decisions for provincial offenders.

The Board has legislated responsibilities related to openness and accountability, which are the provision of information to victims of crime,[12] observers[13] at hearings;[14] access to the PBC's decision registry[15] and delivery of a program of public information.

The Board has exclusive jurisdiction and absolute discretion to order, refuse to order or revoke a record suspension[16] under the *CRA*.[17] In addition, the PBC is authorized to investigate Royal Prerogative of Mercy (RPM)[18] requests under Section 110[19] of the

CCRA.[20] The Board also provides recommendations on clemency to the Minister of Public Safety and Emergency Preparedness.

Our Mission

> *The Parole Board of Canada, as part of the criminal justice system, makes independent, quality conditional release and record suspension decisions and clemency recommendations. The Board contributes to the protection of society by facilitating, as appropriate, the timely reintegration of offenders as law-abiding citizens.*

As part of the criminal justice system, the Board contributes to the maintenance of a just, peaceful and safe society.

The Board works with key portfolio colleagues, provincial parole boards, criminal justice partners, and many other organizations and individuals in the community.

The Mission of the PBC establishes four core values:

- Contributing to the attainment of a just, peaceful and safe society;
- Respect for the inherent potential and dignity of all individuals and the equal rights of all members of society;
- Belief that the contribution of qualified and motivated BMs and staff is essential to promoting the achievement of the Board's Mission; and
- Commitment to openness, integrity and accountability in the execution of our mandate.

Strategic Outcome and Program Alignment Architecture (PAA)

The PBC's Strategic Outcome and Program Alignment Architecture (PAA) reflect the key aspects of its legislated responsibilities for conditional release, record suspensions and clemency, and represent the areas of accountability and performance in which the public and Parliamentarians most frequently express interest. In this context, the Board's strategic outcome is the cornerstone of its public accountability. The PAA includes a single outcome and four programs.

The following illustrates the PBC's complete framework of programs, which contribute to the PBC's single strategic outcome:

Strategic Outcome:

> *Conditional release and record suspension decisions and decision processes that safeguard Canadian communities.*
>
> **Program:** 1.1 Conditional Release Decisions;
> **Program:** 1.2 Conditional Release Openness and Accountability;
> **Program:** 1.3 Record Suspension Decisions/Clemency Recommendations; and
> **Program:** 1.4 Internal Services.

Organizational Priorities

The following tables identify the PBC's key organizational priorities for 2014-15, link them to the Board's strategic outcome and programs, and describes the progress made in meeting these priorities.

Priority	Type	Strategic Outcome and Program(s)
Effectively fulfilling legislative responsibilities	Ongoing	**Strategic Outcome:** Conditional release and record suspension decisions and decision processes that safeguard Canadian communities. **Programs:** - Conditional release decisions; - Conditional release openness and accountability; - Record suspension decisions/Clemency recommendations; and - Internal Services.

Summary of Progress
In 2014-15, the Board strived to effectively fulfill its legislative responsibilities by achieving the planned activities described below.

Planned Activities to Meet Priority	Status
- Refine and/or develop conditional release and record suspension policies to reflect legislative and regulatory requirements.	- Completed the Policy Procedures Framework Review (PPFR), resulting in the release of the revised policy manual as well as the development and implementation of national procedures for staff. - Integrated a number of legislative changes into policy and procedures resulting from former bills C-483[21] and C-489.[22]
- Ensure national consistency in decision-making processes.	- Completed the data collection and analysis portions of a comparative study of decisions, examining the quality of the reasons given for conditional release decisions and the extent to which it is consistent with the law, regulations, PBC policy and relevant jurisprudence. - Continued to develop and implement modules and activities within the Board Member Training Program and to provide training to BMs in a manner consistent with evidence-based practices and adult learning principles. - Continued work to develop a harmonized Board Member Orientation Program to provide consistency in the training delivered at national office and across the regions. - Provided national continuous training opportunities to all BMs to assist in a consistent understanding and application of risk assessment.

- Develop comprehensive and efficient program management and support to BM decision-making. Programs include: conditional release decisions, conditional release openness and accountability, record suspension decisions and clemency recommendations, and internal services.	- Developed national procedures for staff. Procedures include: o Scheduling of Reviews and Case Assignments o Audio Recordings at Hearings o Registry of Decisions o Observers at Hearings o Interpreters o Hearings by Video Conference o Elder-Assisted Hearings o Victims A number of these procedures were also amended to reflect legislative amendments that occurred. - Launched the new IDS which supports the execution of conditional release decision making. The new system provides enhanced functionality, streamlines processes, and offers an increased agility to accommodate PBC's evolving business needs.
- Provide corporate planning and reporting, procurement, and financial operational oversight and support.	- Provided support to the regions and national office in the operational planning process, consolidated all operational planning submissions and coordinated the presentation of individual plans and the deliberation process, leading to the Board's budget. - Provided advice and support to management in the area of procurement, prepared contracts, and produced all required reporting. - Provided advice and support for all areas of financial management. - Completed an on-site financial monitoring exercise of the Prairie region.
- Provide enterprise-wide support services (i.e., HR, IT, information management (IM), and security and accommodations).	- Completed a major 3-year Accommodation retrofit project at the national office. - Provided assistance to the regions for their upcoming retrofit activities. - Continued to upgrade HR support and services.
- Continue to improve and monitor service standards and efficiency in conditional release and record suspension program delivery and BM decision-making.	- Developed and approved a Performance Monitoring Framework. - Made changes to the screening procedures for record suspensions in order to reduce the returned rate of applications. - Continued to monitor service standards of record suspension files.

Priority	Type	Strategic Outcome and Program(s)
Strengthening PBC governance, decision-making practices and supports	Ongoing	**Strategic Outcome:** Conditional release and record suspension decisions and decision processes that safeguard Canadian communities.

		Programs: - Conditional release decisions; - Conditional release openness and accountability; - Record suspensions decisions/Clemency recommendations; and - Internal Services.

Summary of Progress	
In 2014-15, the Board worked to strengthen its governance, decision-making practices and supports by achieving the planned activities described below.	
Planned Activities to Meet Priority	**Status**
- Assess implications of government proposals for reform of corrections and criminal justice in response to central agency requests, as it pertains to Board policy and procedures, anticipated workload pressures, resource needs, and training requirements for BMs and staff.	- Conducted assessments of the impacts of legislative proposals that proposed reforms to the *CCRA*.[23] Made changes to policies and procedures as applicable. - Provided training activities and tools to assist BMs in understanding and applying legislative updates on any changes that affect decision-making processes. - Created and distributed information packages focused on key information for BMs.
- Assess current practices; explore innovative and more efficient ways of achieving the PBC's core mandate and mission as it relates to its decision-making and the operational structures.	- Continued to implement the recommendations of the PBC Renewal Initiative Report, with several key recommendations underway or completed in 2014-15.
- Continue to implement the proposals as legislated by the *Jobs, Growth and Long-term Prosperity Act*.[24]	- Implemented the necessary changes brought forward by the *Act*,[25] including increased use of videoconferencing, office reviews rather than panel reviews for certain decisions, and the reduction of quorum for certain reviews. Savings in travel expenses and part time Board member usage were realized.
- Conduct initiatives to enhance, communicate and inculcate corporate strategy management practices to better inform decision-makers at all levels of the Board.	- Strengthened corporate strategy management practices, including consultations with senior managers, BMs and staff in the development of new mission and values statements[26] (unveiled June 2015). - In addition, the PBC's Strategic Direction Regime was further engrained into the operational planning process and used by senior managers to develop business plans.
- Respond to central agency guidance and direction to improve internal management procedures.	- Conducted monitoring to ensure compliance with Treasury Board policies and directives on staffing, security, and health and safety among others. - Participated in two audits by the Privacy Commissioner on the Portable Storage Device, and a follow-up audit on the Staffing Framework by the Public Service Commission. - Expanded the role of the HR Committee, which is now

	responsible to make recommendations to ensure compliance with the *Public Service Employment Act* [27] and with the Performance Management Program (PMP) directive.
- Strengthen recruitment processes to ensure that the Board has the right people with the right skills.	- Implemented a strategy to staff critical positions and establish a succession plan. Improved the planning process to help managers become more engaged and responsible in completing and maintaining their staffing plans. - The BM Qualification process was reviewed to ensure that it remains rigorous and identifies competent candidates suitable to the position of BMs.

Priority	Type	Strategic Outcome and Program(s)
Effectively Engaging and Supporting Our People	Ongoing	**Strategic Outcome:** Conditional release and record suspension decisions and decision processes that safeguard Canadian communities. **Programs:** - Conditional release decisions; - Conditional release openness and accountability; - Record suspension decisions/Clemency recommendations; and - Internal Services.

Summary of Progress

In 2014-15, the Board worked to effectively engage and support its people by achieving the planned activities described below.

Planned Activities to Meet Priority	Status
- Encourage timely top down and bottom up communication between senior managers, BMs and staff to encourage participation in the formulation of improvements to internal operations thereby enhancing information to decision-makers.	- Provided information and regular updates to staff on the ongoing Blueprint 2020 initiative and encouraged participation from staff. Utilized the corporate Intranet (iNet) to inform and engage staff on corporate initiatives.
- Ongoing work to improve knowledge management, training/learning and development, systems and tools, and to address organizational needs in a timely and effective manner.	- Implemented a Learning Management Framework that will help the organization to build a learning culture. Two courses are now mandatory that will help the organization to develop employees' knowledge (Information Management and Security Awareness).
- Enhance corporate capacity to ensure sufficient service in areas such as HR planning, security and information management.	- Continued to work on revisions to the HR and Security structure that will be implemented in 2015-16. - Worked on reviewing the HR, Security and Finance classification structure, which will be implemented in 2015-16.

Priority	Type	Strategic Outcome and Program(s)
Providing Accurate and Timely Information to Victims and the General Public	Ongoing	**Strategic Outcome:** Conditional release and record suspension decisions and decision processes that safeguard Canadian communities. **Programs:** - Conditional release openness and accountability.

Summary of Progress
In 2014-15, the Board strived to provide accurate and timely information to victims and the public by achieving the planned activities described below.

Planned Activities to Meet Priority	Status
- Provide and maintain quality information services to victims and the public.	- Ensured services were provided to victims in a timely fashion. - Revised policy and procedures relating to victims, as well as integrating legislative changes. - Conducted annual national training for Regional Communications Officers who work directly with victims. - Established the Chairperson's Victims Advisory Committee, an internal consultative body that provides advice to the Chairperson on legislation, policy and procedures specific to victims. - Collaborated with different criminal justice partners, organized information, and responded timely and accurately to media attention.
- Continue to work in partnership with CSC to enhance the PBC's effectiveness in areas of shared responsibilities regarding the provision of information to victims.	- Continued to work closely with CSC in areas of joint interest, including consultation on procedures and policies. This also included activities specific to the development of the Victims Portal and the development of the Victims Module in IDS scheduled for release in 2016.
- Foster ongoing relationships with the Federal Ombudsman for Victims of Crime, victims' non-governmental organizations and other governmental departments and agencies working with victims.	- Communicated regularly with the Ombudsman to discuss issues specific to the PBC's services to victims.
- Update public information products for victims on the conditional release decision-making process and conduct outreach.	- Updated the Victims Statement Checklist fact sheet[28] and conducted targeted outreach to victims through regional offices.

Priority	Type	Strategic Outcome and Program(s)
Working effectively with Criminal Justice Partners and Stakeholder Organizations	Ongoing	**Strategic Outcome:** Conditional release and record suspension decisions and decision processes that safeguard Canadian communities. **Programs:** - Conditional release decisions; - Conditional release openness and accountability; and - Record suspensions decisions/Clemency recommendations.

Summary of Progress
In 2014-15, the Board worked effectively with criminal justice partners and stakeholders by achieving the planned activities described below.

Planned Activities to Meet Priority	Status
- Efficiently manage working relationships with criminal justice partners, Public Safety portfolio organizations, and central agencies at the national level.	- Engaged portfolio partners through ongoing dialogue on joint issues, meetings and participation in committees such as the CSC-PBC IDS Steering Committee, Victims Application Management Project Committee, Federation of Canadian Municipalities Joint Committee on Community Corrections, etc. - Co-led with CSC a National Victims Steering Committee composed of senior executives from both organizations. - Actively participated in meetings and initiatives of the Public Safety portfolio Chief Financial Officers (CFOs). - Maintained discussions with law enforcement bodies, courts and Other Government Departments (OGDs) in order to obtain credible and verifiable information in support of sound decision-making, for record suspension decisions and clemency recommendations.
- Efficiently manage partnerships at the regional level (e.g., regional Interlinkages meetings with CSC, Victim Service Units, Victims Advisory Committees, and provincial/territorial/municipal government departments, non-governmental organizations, etc.).	- Co-led a number of Regional Victims Advisory Committees that ensured enhanced cooperation and engagement relating to the Board's legislated roles and responsibilities as they related to victims. - Fostered relationships with a number of key partners at the regional level, including provincial parole boards, Regional Interlinkages with CSC, Provincial Heads of Corrections, Association of Paroling Authorities and the Canadian Association of Chiefs of Police.
- Meet with the Aboriginal Circle to examine ways to improve access to services for Aboriginal offenders and victims.	- Held an Aboriginal Circle meeting in June 2014, which made a number of recommendations in the areas of policy, operational procedures, and training for the PBC's consideration.

Risk Analysis

Risk[29]	Risk Response Strategy	Link to Program Alignment Architecture
Due to numerous priorities there is a risk that the Board will not be able to comply with government-wide policies and requirements.	Mitigate • The OPIs/OCIs[30] will report on non-compliance risks to the Senior Management Committee. • Develop and implement a formalized monitoring function for corporate services.	- Conditional release decisions; - Conditional release openness and accountability; - Record suspensions decisions/clemency recommendations; and - Internal services.

In 2014-15, the Board continued to examine program spending and re-investment opportunities, identified efficiency measures, and made reallocations against identified priorities. The PBC mitigated and managed the impact of pressures, efficiency measures, and legislative changes in order to achieve the best public safety results for Canadians.

The Board rigorously pursued innovation and improvements to meet workload pressures. Public safety remains the Board's primary consideration in all aspects of decision-making policy, training, and operations.

The Board delivers program areas grounded in legislation: conditional release, record suspensions, and clemency investigations. The PBC also manages a range of internal services that provides critical support for program delivery. The conditional release program was the largest area and accounted for 85% of annual program expenditures (including conditional release decisions and openness and accountability).

Conditional Release

The PBC's workloads are shaped by numerous factors. Legislation governing the Board (i.e., the *CCRA*[31]) is prescriptive, specifying when and how the Board conducts its business (e.g., when a review is required by law and how the review is conducted). In addition, workloads are driven by the actions of offenders, victims and the community. In concrete terms, this means that the PBC must deal with high workload volumes, involving issues critical to public safety, under tight timeframes, amid intense public scrutiny. In 2014-15, the PBC completed almost 18,000 conditional release reviews for federal and provincial/territorial offenders.

This past year, the Board balanced the requirement of administering quality programs and making quality decisions with implementing substantial amounts of new legislation, some of which came into force during this review period and had significant impacts on its operations. Legislation impacting the Board included the *Restrictions on Offenders Act,*[32] the *Fairness for Victims Act,*[33] changes to escorted temporary absences,[34] as well as the *Victims Bill of Rights Act*[35] which received Royal Assent shortly after this reporting period. The Board also responded to the impact of court decisions affecting its governing legislation.

Workloads[36] in the Conditional Release Openness and Accountability program have grown annually since the introduction of the *CCRA*[37] in 1992. In 2014-15, the Board had 27,191 contacts with victims, 4,130 observers at hearings, and released 6,803 decisions from the decision registry. As with conditional release decision-making, the need for quality

program delivery in this area is critical, given its implications for public confidence in corrections and conditional release. Ongoing public scrutiny and media interest in this area make program effectiveness crucial.

The openness and accountability provisions of the *CCRA*[38] also continued to present important challenges for the Board with respect to:

- Sharing information with victims of crime;
- Providing information and facilitating the attendance of persons who wish to observe PBC hearings or gain access to the Board's registry of decisions; and
- Delivering a program of public information.

Record Suspensions and Clemency

The PBC's record suspension workload is also shaped by numerous factors. Legislation governing the Board's work (i.e., the *CRA*[39]) is prescriptive, specifying precisely how the Board conducts its business (e.g., admissibility and measuring merit). In addition, workloads are also driven by fluctuating volumes of requests for record suspensions. In concrete terms, this means that the PBC must deal with high workload volumes, involving issues critical to public safety, under legislatively established timeframes (i.e., *User Fees Act (UFA)*[40]), amid intense public scrutiny. In 2014-15, the PBC received a total of 12,415 record suspension applications, accepted 9,064 for processing, and rendered 9,148 decisions.

The Board has managed an increase in the user fee collected for record suspensions. Since February 2012, applicants for a record suspension must pay a processing fee of $631. Consequently, the Board must adhere to established service standards prescribed by requirements of the *UFA*.[41]

Since 2010, the Clemency Unit has seen an overall growth in clemency requests. In order to minimize the impact of this increase, human resource strategies and streamlined processes have been adopted and better investigation strategies are being used. The Board managed 107 active clemency requests in 2014-15.

Strategic Resource Management

The PBC is committed to ensuring a strong, diverse and dynamic workforce that excels in delivering the Board's mandate to Canadians, today and in the years to come. In 2014-15, the Board continued to address the need for strategic management of human, financial, and information and technology resources to support quality program delivery.

A key challenge for the Board is to stabilize its workforce and strengthen succession planning in relation to both its public service staff and its BMs. It is necessary for the Board to maintain sufficient numbers of BMs, who are Governor-in-Council term appointments. The *CCRA*[42] specifies that the Board will comprise no more than 60 full-time BMs, and provides for the appointment of part-time BMs to help manage fluctuating conditional release decision-making workloads. In 2014-15, the Board continued to ensure that it identified sufficient numbers of qualified candidates for consideration for selection as BMs. The Board also provided training and mentoring to ensure that BMs had the knowledge they needed to adhere to legislation and regulations, apply PBC policies and assess risk in their decision-making.

Departures of experienced public service staff have a significant impact as they erode corporate memory and diminish critical knowledge of law, policy, and training. The effect of this is especially acute in a small organization. In 2014-15, Board staff provided the continuity of knowledge and information essential for support and delivery of programs as corporate information retention strategy. As such, the Board developed and continued to update its Human Resources Plan for dealing with staff turnover.

Timely access to relevant information provides the foundation for quality conditional release, record suspension decision-making and clemency recommendations and ultimately for the Board's continuing contribution to public safety. In addition, the Board must deal with legislated responsibilities for sharing appropriate information with victims of crime, offenders, other criminal justice partners, and the public. In this environment, strategic information management was crucial, requiring the Board to maintain as well as upgrade its automated systems to support effective collection, storage and sharing of information. In 2014-15, the Board de-commissioned its legacy Offender Management System and implemented the modernized Integrated Decision System. Additionally, the Board had to put in place the policies and procedures necessary to ensure effective information management. Progress in these areas required the assistance of CSC, the Board's information technology service provider.

For the foreseeable future, the Board will face complex and growing workload pressures in areas of legislated responsibility. For this reason, strong strategic management of financial resources is essential in order to closely monitor impacts and identify opportunities to reallocate and re-invest in the Board's programs in line with changing priorities.

Actual Expenditures

Budgetary Financial Resources (dollars)

2014-15 Main Estimates	2014-15 Planned Spending	2014-15 Total Authorities Available for Use	2014-15 Actual Spending (authorities used)	Difference (actual minus planned)
47,128,994	49,553,758	51,815,857	50,122,396	568,638

Human Resources (full-time equivalents- FTEs)

2014-15 Planned	2014-15 Actual	2014-15 Difference (actual minus planned)
467	495	28

Budgetary Performance Summary for Strategic Outcome and Programs (dollars)

Strategic Outcome(s), Program(s) and Internal Services	2014-15 Main Estimates	2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending	2014-15 Total Authorities Available for Use	2014-15 Actual Spending (authorities used)	2013-14 Actual Spending (authorities used)	2012-13 Actual Spending (authorities used)
Strategic Outcome: ***Conditional release and record suspension decisions and decision processes that safeguard Canadian communities***								
1.1 Conditional Release Decisions	34,858,585	37,848,292	35,815,175	34,104,354	38,609,439	37,027,793	36,601,459	35,653,808
1.2 Conditional Release Openness and Accountability	6,626,610	5,961,122	4,566,281	5,104,001	6,883,575	5,728,180	5,552,600	5,562,361
1.3 Record Suspensions Decisions/ Clemency Recommendations	529,452	144,948	580,474	573,967	932,900	2,317,620	2,846,012	274,473
Strategic Outcome Subtotal	**42,014,647**	**43,954,362**	**40,961,930**	**39,782,322**	**46,425,914**	**45,073,593**	**45,000,071**	**41,490,642**
Internal Services Subtotal	**5,114,347**	**5,599,396**	**6,387,878**	**7,012,599**	**5,389,943**	**5,048,803**	**5,410,406**	**5,021,148**
Total	**47,128,994**	**49,553,758**	**47,349,808**	**46,794,921**	**51,815,857**	**50,122,396**	**50,410,477**	**46,511,790**

For an explanation of the variances for the total Department spending, please refer to the Expenditure Profile subsection of this report.

- Total Budgetary Expenditures (Main Estimates) figures are as reported in the 2014-15 Main Estimates.
- Planned Spending figures are as reported in the 2014-15 and 2015-16 Report on Plans and Priorities. Planned Spending reflects funds already brought into the Board's reference levels as well as amounts to be authorized through the Estimates process as presented in the Annual Reference Level Update.
- Total Authorities reflect 2014-15 Main Estimates plus a net total increase of $4.7 million comprised of Supplementary Estimates and allotment transfers received during the 2014-15 fiscal year, as well as adjustments to statutory amounts to equal actual spending, as reported in the 2014-15 Public Accounts.
- Actual Spending figures represent the actual expenditures incurred during the 2014-15 fiscal year, as reported in the 2014-15 Public Accounts.

Alignment of 2014-15 Actual Spending with the Whole-of-Government Framework[43] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2014-15 Actual Spending
Conditional release and record suspension decisions and decision processes that safeguard Canadian communities	1.1 Conditional Release Decisions	Social Affairs	Safe and secure Canada	37,027,793
	1.2 Conditional Release Openness and Accountability	Social Affairs	Safe and secure Canada	5,728,180
	1.3 Record Suspension Decisions/Clemency Recommendations	Social Affairs	Safe and secure Canada	2,317,620

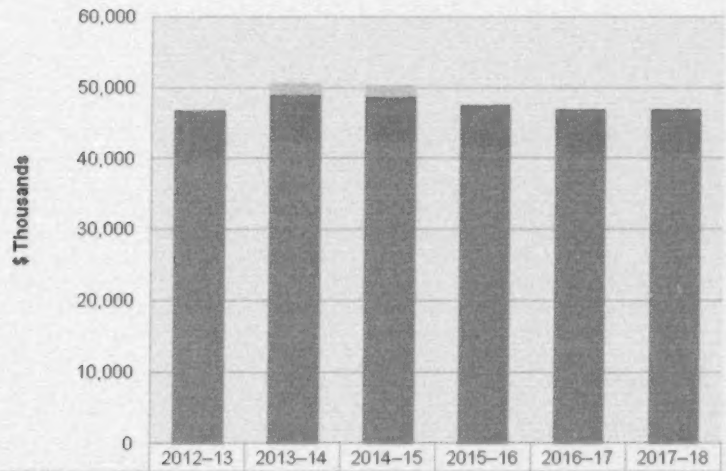
Total Planned Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Social Affairs	43,954,362	45,073,593

Departmental Spending Trend

In 2014-15, the Board's total authorities, consisting of Main Estimates, subsequent to Supplementary Estimates funding, were $51.8M. This consisted of $45.5M of operating resources and $6.3M for the Employee Benefit Plan (EBP). Actual expenditures were $50.1M and resulted in a reported Public Accounts lapse of $1.7M. This lapse is lower than the PBC's 5% maximum carry forward and can be carried forward in total to 2015-16. The Board applied its resources to the four following program areas: Conditional Release Decisions, Conditional Release Openness and Accountability, Record Suspension Decisions/Clemency Recommendations and Internal Services.

Departmental Spending Trend Graph



	2012–13	2013–14	2014–15	2015–16	2016–17	2017–18
Sunset Programs – Anticipated	0	1,299	1,453	0	0	0
Statutory	6,276	6,665	6,300	5,894	5,894	5,894
Voted	40,236	42,447	42,370	41,456	40,901	40,901

Estimates by Vote

For information on the PBC's organizational Vote and statutory expenditures, please consult the *Public Accounts of Canada 2015*[44] on the Public Works and Government Services Canada website.

Section II – Analysis of Programs by Strategic Outcome

Strategic Outcome

The PBC has a single strategic outcome:

> Conditional release and record suspension decisions and decision processes that safeguard Canadian communities

Programs

PBC programs and priorities are designed to support continuous progress in achieving the strategic outcome. To support this outcome, the PBC has four programs:

- Conditional release decisions;
- Conditional release openness and accountability;
- Record suspensions decisions/clemency recommendations; and
- Internal services.

The following section describes the PBC's programs and identifies the expected results, performance indicators and targets for each of them. This section also explains how the PBC met the expected results and presents the financial and non-financial resources that were dedicated to each program.

Program 1.1: Conditional Release Decisions

Program Description: Conditional release is based on the principle that community safety is enhanced by gradual release to the community in accordance with the *CCRA*[45] and its guiding principles. The quality of decisions on the risk of re-offending, in conjunction with effective programs and treatment, and effective community supervision all contribute to the process. This program supports public safety by providing quality decisions on the timing and conditions of release of offenders into the community. Through this program, PBC employees provide timely and accurate information for BM decision-making, and develop effective training and policies that are essential tools for quality risk assessment and decision-making. Effectiveness is assessed by monitoring the outcomes of release on parole.

This program is directly supported by the following priorities identified for 2014-15:

- Effectively fulfilling legislative responsibilities;
- Strengthening PBC governance, decision-making practices and supports;
- Effectively engaging and supporting our people; and
- Working effectively with criminal justice partners and stakeholder organizations.

Budgetary Financial Resources (dollars)

2014-15 Main Estimates	2014-15 Planned Spending	2014-15 Total Authorities Available for Use	2014-15 Actual Spending (authorities used)	2014-15 Difference (actual minus planned)
34,858,585	37,848,292	36,609,439	37,027,793	(820,499)

Human Resources (FTEs)

2014-15 Planned	2014-15 Actual	2014-15 Difference (actual minus planned
319	325	6

Performance Results

Expected Results	Performance Indicators	Targets[46]	Actual Results
Conditional release decisions contribute to public safety.	The percentage of offenders on parole that do not incur a new violent offence prior to the end of the supervision period.	≥98%	100% of releases on parole that ended in 2014-15 did not result in a conviction for a new violent offence prior to warrant expiry.
	The percentage of offenders who completed their sentence on full parole and who are not re-admitted after release because of a new violent conviction (five years post-warrant expiry).	≥98%	Over 99% of offenders who completed their sentences on full parole within the last five years have not re-offended and returned to a federal penitentiary because of a new violent offence.
	The percentage of decisions that are not modified by the Appeal Division.	≥95%	88% confirmation rate for conditional release decisions.

Performance Analysis and Lessons Learned

Information on performance demonstrates that the Board achieved the priorities and commitments identified in its 2014-15 RPP. In 2014-15, the Board completed 17,879 conditional release reviews for federal and provincial offenders.

Multi-year data continues to confirm that parole contributes to public safety. Over the last ten years, over 99% of releases on parole did not result in a conviction for a new violent offence prior to warrant expiry, and over 99% of offenders who completed their sentences on full parole within the last five years have not re-offended and returned to a federal penitentiary because of a new violent offence.

Information on re-offending after completion of sentence illustrates that 9 of 10 offenders who reach the end of their sentences on full parole do not return to a federal penitentiary.

The 88% confirmation rate for conditional release decisions is attributable to changes in regard to post suspension reviews and legislative amendments which have resulted in an increase in-office versus hearing reviews and a decrease from a quorum of 2 to 1 BM for certain types of reviews. Ongoing training initiatives and improvements to procedural

supports have been implemented to increase the confirmation rate for conditional release decisions. Although the confirmation rate has increased since the last reporting period, this is a recurring issue and as such further training is being provided and discussions are regularly taking place among the Vice-Chairpersons in order to improve the confirmation rate.

For more information, please access the Board's Performance Monitoring Reports.[47]

Program 1.2: Conditional Release Openness and Accountability

Program Description: This program ensures that the PBC operates in an open and accountable manner, consistent with the provisions of the *CCRA*.[48] This program consists of the provision of information for victims of crime, as well as assistance for victims and other observers at hearings and those who seek access to the Board's registry of decisions. Results for this program are assessed by monitoring the quality and timeliness of information shared. Work in this area recognizes that the PBC operates in a difficult environment in which timely sharing of accurate information is fundamental for effective partnership and public trust.

This program is directly supported by the following priorities identified for 2014-15:

- Effectively fulfilling legislative responsibilities;
- Strengthening PBC governance, decision-making practices and supports;
- Effectively engaging and supporting our people;
- Providing accurate and timely information to victims and the general public; and
- Working effectively with criminal justice partners and stakeholder organizations.

Budgetary Financial Resources (dollars)

2014-15 Main Estimates	2014-15 Planned Spending	2014-15 Total Authorities Available for Use	2014-15 Actual Spending (authorities used)	2014-15 Difference (actual minus planned)
6,626,610	5,961,122	6,883,575	5,728,180	(232,942)

Human Resources (FTEs)

2014-15 Planned	2014-15 Actual	2014-15 Difference (actual minus planned)
57	54	(3)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results[49]
The PBC operates in an open and accountable manner, consistent with the *CCRA*.[50]	The percentage of victims who are satisfied with the quality and timeliness of information provided by the PBC.	≥80%	89%
	The percentage of those who access PBC services who are satisfied with the quality and timeliness of	≥80%	89%

	information provided by the PBC.		

Performance Analysis and Lessons Learned

The Board continued to face important challenges related to openness and accountability provisions of the *CCRA*,[51] especially with respect to sharing information with victims of crime and with others wishing to observe PBC hearings or gain access to the Board's registry of decisions, and delivering a program of public information. Workloads in these areas have grown annually since the introduction of the *CCRA*[52] in 1992.

In 2014-15 the Board had more than 27,000 contacts with victims. This number has grown 21% over the last five years. In 2014-15 40% of the contacts were by letter and 36% were by telephone. As with conditional release decision-making, the need for quality program delivery is critical, given its implications for public confidence in corrections and conditional release. particularly due to intense public scrutiny and extensive media interest which make this program's effectiveness crucial.

More than 4,100 people observed a Board hearing in 2014-15 (including victims, members of the public and the media), reflecting a 79% increase over the last five years. The *CCRA*[53] permits access to specific decisions and to decisions for research purposes through the Board's registry of decisions. In 2014-15 the Board released over 6,800 decisions from its registry of decisions. Victims were the most frequent requestors of decisions (approximately 54%), followed by the media (approximately 33%).

For more information, please access the Board's Performance Monitoring Reports.[54]

Program 1.3: Record Suspension Decisions/Clemency Recommendations

Program Description: A record suspension is designed to support the successful reintegration of an individual into society where appropriate. It is a formal attempt to remove the stigma of a criminal record for people found guilty of a federal offence and who, after satisfying their sentence and a specified waiting period, have shown themselves to be law-abiding citizens. Through this program, the PBC screens applications for completeness and eligibility of the applicant, collects information for decision-making, and develops policy to guide decision processes. The results of this program are assessed through ongoing review of the average time required to process record suspension applications, and the rates of revocation of record suspensions ordered.

This program is directly supported by the following priorities identified for 2014-15:

- Effectively fulfilling legislative responsibilities;
- Strengthening PBC governance, decision-making practices and supports;
- Effectively engaging and supporting our people; and
- Working effectively with criminal justice partners and stakeholder organizations.

The program is designed to support rehabilitation and community reintegration by providing quality record suspension decisions. The benefits of the program include:

- Ensuring careful consideration is given to issues of public safety;
- Providing an opportunity for record suspension recipients to contribute to their communities as law-abiding citizens;
- Those who receive a record suspension have increased opportunities for employment, housing, insurance, and travel, allowing them to generate revenue, capital and contribute to economic growth; and
- Most individuals (over 95%) remain crime-free, demonstrating the value of the program as a long-term measure for community reintegration.

The *RPM*[55] or Clemency is a discretionary power vested in the Office of the Governor General by virtue of the *Letters Patent* and the Governor in Council, under Sections 748[56] and 748.1[57] of the *Criminal Code,*[58] who may apply exceptional remedies under exceptional circumstances to deserving cases. Under Section 110[59] of the *CCRA*[60] the Board is mandated to conduct investigations on behalf of the Minister.

In addition, Section 109[61] of the *CCRA*[62] gives the Board the authority to cancel or vary the unexpired portion of a prohibition order made under Section 259[63] of the *Criminal Code.*[64] These requests are investigated by the Clemency Unit.

Budgetary Financial Resources (dollars)

	2014-15 Main Estimates	2014-15 Planned Spending	2014-15 Total Authorities Available for Use	2014-15 Actual Spending (authorities used)	2014-15 Difference (actual minus planned)
Expenses	6,174,252	5,789,748	6,577,700	6,577,700	787,952
Revenue	5,644,800	5,644,800	5,644,800	4,260,080	(1,384,720)
Total	529,452	144,948	932,900	2,317,620	2,172,672

Human Resources (FTEs)

2014-15 Planned	2014-15 Actual	2014-15 Difference (actual minus planned)
40	69	29

Performance Results

Expected Results	Performance Indicators	Targets[65]	Actual Results
Record suspension decisions support rehabilitation and community reintegration.	The percentage of record suspension recipients whose record suspensions remain in effect.	≥95%	99.9%

Performance Analysis and Lessons Learned

During 2014-15, the Board received a total of 12,415 record suspension applications, and accepted 9,064 for processing. Since 2012-13, the number of record suspensions received has been decreasing, from 19,523 in 2012-13 to 12,415 in 2014-15, while the proportion accepted has remained stable at 58%. The amendments to the *CRA*[66] in March 2012 have had an impact on the availability of the program due to the changes in the eligibility criteria and waiting periods. The Board continued to process record suspension applications according to the following service standards:[67]

- Applications seeking a record suspension for (an) offence(s) tried summarily will be processed within 6 months of application acceptance;
- Applications seeking a record suspension for (an) offence(s) tried by indictment will be processed within 12 months of application acceptance; and
- Applications in which the Board is proposing to refuse to order a record suspension will require up to 24 months after application acceptance to complete.

During the year, the Board continued to work on the pardons backlog, processing and completing 6,544 pardon applications.

In 2014-15 the Clemency Unit received 28 requests for the *RPM,*[68] and had 107 active files. The number of active clemency files remains high largely attributable to the changes made to the *CRA*[69] and legislative amendments (i.e., *Safe Streets and Communities Act*[70]). Most requests are discontinued either because the applicant does not provide sufficient information or proof of excessive hardship to proceed with the request, or the Minister determines that the clemency request does not warrant investigation as the criteria have not been met. During 2014-15 the number of active cases had a direct effect on resource demands, both financial and human resources, and required efficient resource management to keep pace with this workload.

For more information, please access the Board's Performance Monitoring Reports.[71]

Program 1.4: Internal Services

Program Description: Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Accommodation Services, Acquisition Services, Communications Services, Emergency Management Services, Financial Management Services, Human Resources Management Services, Information Management Services, Information Technology Services, Legal Services, Management and Oversight Services, Materiel Services, Official Languages and Employment Equity Services, Real Property Services, Security Services, and other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

This program is directly supported by the following priorities identified for 2014-15:

- Effectively fulfilling legislative responsibilities;
- Strengthening PBC governance, decision-making practices and supports; and
- Effectively engaging and supporting our people.

Internal Services strive to:

- Ensure that the Board's governance structure facilitates the most effective and flexible decision-making possible;
- Ensure that the PBC complies with mandatory legislation and Management Accountability Framework (MAF);
- Ensure that the appropriate human and financial resources are in place to advance the Board's key and ongoing priorities;
- Generate the most effective, results-based planning to ensure logic and cohesion in all PBC programs;
- Conduct program monitoring and management reviews to ensure that operations are transparent and accountable;
- Ensure that the technological tools that are essential to the Board's operations are in place; and
- Maintain a culture of continuous innovation and improvement; and
- Build and sustain a healthy, tolerant workplace where all employees feel respected.

Reporting internal services through a common government-wide approach to planning, designing, budgeting and reporting allows Canadians to see the full cost and proportion of resources spent in the Board, and across the federal government for support activities.

Budgetary Financial Resources (dollars)

2014-15 Main Estimates	2014-15 Planned Spending	2014-15 Total Authorities Available for Use	2014-15 Actual Spending (authorities used)	2014-15 Difference (actual minus planned)
5,114,347	5,599,396	5,389,943	5,048,803	(550,593)

Human Resources (FTEs)

2014-15 Planned	2014-15 Actual	2014-15 Difference (actual minus planned)
51	47	(4)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Efficient and effective internal services that support quality program delivery.	Services provided meet standards set under Government-wide policies as well as MAF expectations.	To meet or surpass government standards.	The Board continued to adhere to MAF expectations. Mechanisms are in place and work continued to integrate and enhance MAF elements.

Performance Analysis and Lessons Learned

The PBC's MAF 2014-15 Departmental Report highlighted some areas of the Board's strengths, as well as areas to improve. The Board is not yet compliant with the requirements of the *Directive on Recordkeeping,*[72] and is significantly below the Government of Canada average for planned disposition activities. There were some positive results in the area of People Management, with employment equity groups well represented, and a lower than average voluntary turnover rate.

Section III — Supplementary Information

Financial Statements Highlights

The Board's condensed financial statements are shown below.

Actual expenditures for the Board increased in 2014-15 compared to the prior year. The Board had a better understanding of the impact of Budget 2012 measures and managed the spending closer to the forecast. Compared to the planned spending, the Board came within the allowed 5% carry forward of $2.1M.

Condensed Statement of Operations

Parole Board of Canada Condensed Statement of Operations (Unaudited) For the Year Ended March 31, 2014 (dollars)					
Financial Information	2014-15 Planned Results	2014-15 Actual	2013-14 Actual (restated)	Difference (2014-15 actual minus 2014-15 planned)	Difference (2014-15 actual minus 2013-14 actual)
Total expenses	62,906,436	60,290,563	61,818,410	(2,615,873)	(1,527,847)
Total revenues	5,644,800	4,241,491	4,504,253	(1,403,309)	(262,762)
Net cost of operations before government funding and transfers	57,261,636	56,049,072	57,314,157	(1,212,564)	(1,265,085)

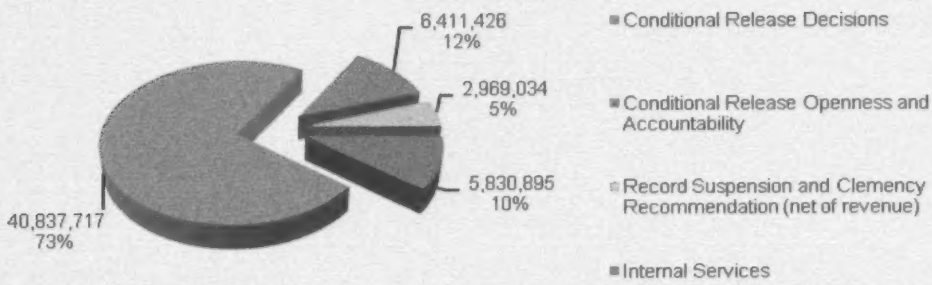
Condensed Statement of Financial Position

Parole Board of Canada Condensed Statement of Financial Position (Unaudited) As at March 31, 2015 (dollars)			
	2014-15	2013-14 (restated)	Difference (2014-15 minus 2013-14)
Total net liabilities	7,636,588	6,706,599	929,989
Total net financial assets	4,189,990	3,714,996	474,994
Departmental net debt	3,446,598	2,991,603	454,995
Total non-financial assets	2,174,085	1,747,126	426,959
Departmental net financial position	(1,272,513)	(1,244,477)	(28,036)

Financial Highlight Charts

The charts below illustrate the distribution of each of the items in the Statement of Operations and Departmental Net Financial Position and the Statement of Financial Position.

Expenses less Revenues - Where Funds Go



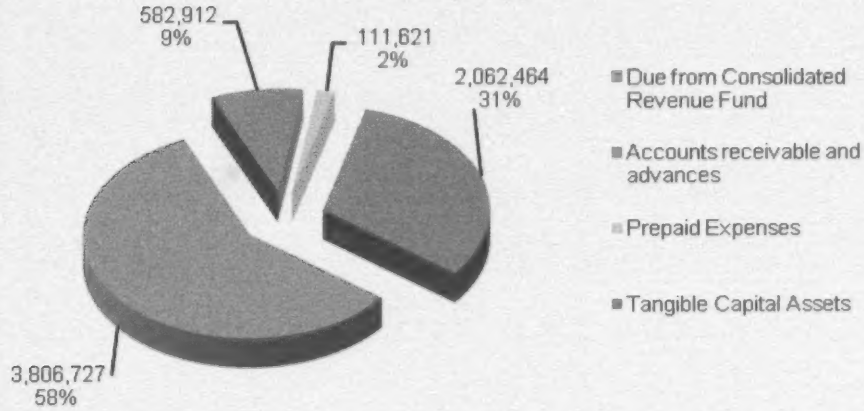
Expenses

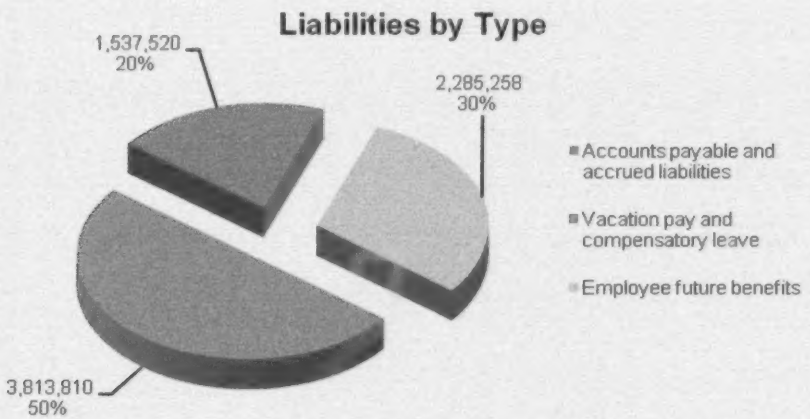
The majority of the expenses (85%) are related to the Conditional Release activities; 10% are related to Internal Services, which supports the needs of the Board. The remaining is related to the Record Suspension activity.

Revenues

PBC's Record Suspension generates 99.9% of the respendable amount of revenues.

Assets by Type





Liabilities

The PBC's liabilities consist mainly of accounts payable and accrued liabilities (50%), vacation pay and compensatory leave (20%) and employee future benefits (30%).

Assets

Approximately 58% of the PBC's total assets are comprised of amounts due from the Consolidated Revenue Fund.

The balance of assets is comprised of tangible capital assets (31%), net accounts receivable and advances (9%) and prepaid expenses (2%).

Financial Statements

The Board's 2014-15 Financial Statements can be found on the PBC website.

Supplementary Information Tables

The supplementary information tables listed in the 2014-15 Departmental Performance Report can be found on the PBC's website.

1. Departmental Sustainable Development Strategy; and
2. User Fees Reporting.

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations* publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.

Section IV — Organizational Contact Information

Regular mail: Public Affairs Division
410 Laurier Avenue West
Ottawa, Ontario
K1A 0R1

E-mail: info@PBC-CLCC.gc.ca

Appendix — Definitions

Appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

Budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

Full-time equivalent: Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

Non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

Performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

Performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

Performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

Planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates. A

department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

Plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

Priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

Program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

Results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Statutory expenditures: Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

Sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

Target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

Voted expenditures: Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

1 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
2 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html
3 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-46/page-1.html
4 Department of Justice, http://laws-lois.justice.gc.ca/eng/const/page-15.html
5 Public Safety Canada, http://www.publicsafety.gc.ca/index-eng.aspx
6 Parole Board of Canada, http://www.pbc-clcc.gc.ca/rprts/rprt-eng.shtml
7 Public Safety Canada, http://www.publicsafety.gc.ca/index-eng.aspx
8 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
9 Parole Board of Canada, http://pbc-clcc.gc.ca/infocntr/factsh/rls-eng.shtml#dayparole
10 Parole Board of Canada, http://pbc-clcc.gc.ca/infocntr/factsh/rls-eng.shtml#fullparole
11 Parole Board of Canada, http://pbc-clcc.gc.ca/infocntr/factsh/rls-eng.shtml#staturoryrelease
12 Parole Board of Canada, http://pbc-clcc.gc.ca/victims/victims-eng.shtml
13 Parole Board of Canada, http://pbc-clcc.gc.ca/infocntr/factsh/observ-eng.shtml
14 Parole Board of Canada, http://pbc-clcc.gc.ca/infocntr/factsh/observ-eng.shtml#2
15 Parole Board of Canada, http://pbc-clcc.gc.ca/media/dec-eng.shtml
16 Parole Board of Canada, http://pbc-clcc.gc.ca/prdons/servic-eng.shtml
17 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html
18 Parole Board of Canada, http://www.pbc-clcc.gc.ca/infocntr/factsh/man_14-eng.shtml
19 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-32.html#docCont
20 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
21 Parliament of Canada, http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=6836505&Language=E&Mode=1
22 Parliament of Canada, http://www.parl.gc.ca/HousePublications/Publication.aspx?Language=E&Mode=1&DocId=6684612
23 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
24 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/J-0.8/
25 In August 2014, the Cour supérieure du Québec found the amendment to the CCRA that removed the requirement to hold a hearing for post suspension to be invalid. This ruling reduces a portion of the savings identified in the Quebec region. The same issue is before the Federal Court and its ruling will have a nation impact if its decision is similar to that of the Cour supérieure du Québec. The ruling is being appealed and the Federal Court decision will be rendered following the appeal decision.
26 Parole Board of Canada, http://www.pbc-clcc.gc.ca/about/miss-eng.shtml
27 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/p-33.01/
28 Parole Board of Canada, http://www.pbc-clcc.gc.ca/infocntr/factsh/pas-pud-eng.shtml
29 The risk identified is an external risk to the Board. During 2014-15, the Board updated its Corporate Risk Profile which identified a number of corporate risks both internal and external.
30 OPI – Office of Primary Interest / OCI – Office of Collateral Interest
31 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
32 Parliament of Canada, http://www.parl.gc.ca/HousePublications/Publication.aspx?Mode=1&DocId=6684612&Language=E
33 Parliament of Canada, http://www.parl.gc.ca/HousePublications/Publication.aspx?Mode=1&DocId=6647733&Language=E
34 Parliament of Canada, http://www.parl.gc.ca/HousePublications/Publication.aspx?Language=E&Mode=1&DocId=6035295

35 Parliament of Canada, http://www.parl.gc.ca/HousePublications/Publication.aspx?Language=E&Mode=1&DocId=7935412&File=4
36 Workloads include: Sharing information with victims of crime; providing information and assistance to those who wish to observe PBC hearings or gain access to the Board's registry of decisions; and, delivering a program of public information.
37 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
38 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
39 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-47/page-1.html
40 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/U-3.7/page-1.html
41 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/U-3.7/page-1.html
42 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
43 Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx
44 *Public Accounts of Canada 2015,* http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html
45 Department of Justice http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
46 The PBC contributes to this target by ensuring quality conditional release decisions. External factors may come into play that are beyond the Board's control.
47 Parole Board of Canada, http://www.pbc-clcc.gc.ca/rprts/rprt-eng.shtml
48 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
49 The results of past surveys of those who observe hearings and who request access to the decision registry indicated that PBC response times are within acceptable ranges. The PBC did not have the resources to conduct a survey in 2014-15, however there is no indication from correspondence received that there has been any change in satisfaction rates.
50 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
51 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
52 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
53 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
54 Parole Board of Canada, http://www.pbc-clcc.gc.ca/rprts/rprt-eng.shtml
55 Parole Board of Canada, http://www.pbc-clcc.gc.ca/infocntr/factsh/man_14-eng.shtml
56 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-46/page-460.html#docCont
57 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-46/page-460.html#docCont
58 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-46/page-1.html
59 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-32.html#docCont
60 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
61 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-32.html#docCont
62 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-44.6/page-1.html
63 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-46/page-136.html#docCont
64 Department of Justice, http://laws-lois.justice.gc.ca/eng/acts/C-46/page-1.html
65 The PBC contributes to this target by ensuring quality conditional release decisions. External factors may come into play that are beyond the Board's control.
66 Parliament of Canada, http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=4640595
67 For more information, please refer to the User Fee Supplementary table.
68 Parole Board of Canada, http://www.pbc-clcc.gc.ca/infocntr/factsh/man_14-eng.shtml
69 Parliament of Canada, http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=4640595
70 Department of Justice, http://laws-lois.justice.gc.ca/eng/annualstatutes/2012_1/
71 Parole Board of Canada, http://www.pbc-clcc.gc.ca/rprts/rprt-eng.shtml
72 Treasury Board of Canada Secretariat, http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=16552